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MEMORANDUM FOR:

Deputy Director for Administration ✓  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Administrative Officer, DCI Area

FROM:

Charles A. Briggs  
Executive Director

SUBJECT:

Perspectives and Guidance on 1986

1. As we begin work on the Agency's 1986 resource request, our effort to develop the strongest possible program requires that we have a common understanding of the future environment, our Agency-wide goals, and our plans to achieve them. This memorandum discusses some of the factors that will affect the 1986 program, and calls for actions to meet some needs that you have already identified. It is intended to complement both the DCI Community Guidance and CIA's updated long-range plan; they will be available later. This guidance is limited to more immediate, near-term issues and is designed to help you formulate your 1986 program goals.

#### Responding to the Demand for Intelligence in a More Constrained Environment

2. The external reviews of the 1984 and 1985 CIA programs clearly suggest that 1986 will bring a more constrained resource environment. The Agency's rate of real growth is likely to decline, and we cannot expect further large increases in our manpower. Even so, we must be prepared to address a growing array of intelligence problems. We must also continue the major ongoing programs that enhance basic intelligence collection, processing, and support capabilities. And, CIA must remain flexible enough to meet new intelligence and policy requirements as they arise.

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3. It is clear that the demand for intelligence and the complexity of the issues raised by US policymakers are unlikely to diminish in 1986. We know what the key intelligence issues are. Our task is to convert our recent growth to optimum performance against these targets. But supplementing the regional and functional concerns that you have raised in the latest long-range planning papers, I call to your attention the DCI's wish to raise the priority accorded to counterterrorism. [ ]

4. The 1986 program should represent agreed substantive priorities that are plainly stated in your initiatives. Your proposals should explicitly describe their expected intelligence payoff and the relationship between an initiative in one directorate and the work of another. Where several offices in one directorate are pursuing similar substantive goals or targets, you should combine these initiatives into themes at the directorate level. There also are several areas, which are discussed below, that you should consider as candidates for cross-directorate or Agency themes. You may want to revise some directorate or Agency-wide themes that have become somewhat shopworn in the last few years, but your decisions should be governed by the intelligence work to be done. [ ]

5. The growth in our base and the scale of our commitment to a number of major ongoing initiatives demand that we also examine these two elements of our program in preparing for 1986. The need for a flexible CIA base program to meet unforeseen demands is obviously important. Nonetheless, we must be confident--and able to defend the fact--that the base reflects our priorities and does not include marginal or outdated activities. This also holds true for the resources committed to ongoing initiatives, which represent more than one fourth of the resources requested for 1985. You should develop alternatives for these programs that show how we might handle changes in substantive priorities or general resource constraints. The Comptroller will review the base program and ongoing initiatives in January/February 1984. [ ]

#### Priorities for 1986

6. In general, you have indicated that if the 1985 program holds, your 1986 requests for position growth will be modest. Therefore, your proposals for 1986 should be designed to correct imbalances rather than to increase significantly our manpower resources. The major problem we need to confront in 1986 is assimilating employees acquired in the past several years and fostering their productivity. As a consequence, you should consider:

- Training programs to provide specialized skills in fields such as data processing, economics, engineering, and other technical disciplines. In these and other areas your programs should foster continued employee growth and job satisfaction. *11 LOT P*
- The impact of changes in the office environment brought on by ADP systems and office automation. Proposals should address the evolving role of the secretary, the need for database managers,

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research assistants, and other personnel to feed the new systems and help us to use them wisely.

- Agency-wide initiatives to improve the work environment. We must mitigate the effects of crowding and remove other impediments to productivity through creative use of workspace and the redesign of office surroundings.
- Ways to increase further our access to outside expertise for both substantive and training purposes. ☐

7. We have also begun a number of large ADP projects to support collection and analysis. The projected aggregate investment for the next several years, and the pace of technological change in this area, demand strong, attentive management. Where our activities have similar purposes, we must ensure that we have shared our approaches, as well as our technology and software. You should consider:

- The need for managers and management systems to plan, develop, and implement complex ADP and office automation systems. Directorate requirements should dominate, but they should not lead us down unnecessarily redundant development paths.
- The need for continuous evolution of our ADP/office automation capabilities in order to improve the quality and timeliness of our work at all levels.
- The need to develop, where appropriate, multi-component databases.
- The need for a large scientific computer for the DDI and the DDS&T.
- The continuing need to enhance large systems such as SAFE and the multi-directorate publishing network, and to develop artificial intelligence applications to support high volume collection and complex analytic activities. ☐

8. In addition to human resources and ADP, the following substantive intelligence priorities should be considered as candidates for cross-directorate themes in your 1986 programs:

- CIA's role in providing economic intelligence to the US Government has grown dramatically since the early 1970s and will continue to expand. Technical innovations in collection, including several large volume collection operations, could require further major investments in both processing and analysis. These new programs call for an integrated Agency strategy to provide resources and establish priorities. As part of its current effort to review and make recommendations on an economic intelligence strategy for CIA, the DDI should lead the development of an economic intelligence strategy that includes collection, processing, and analysis.

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- Completion of the new Headquarters building will consolidate a wide variety of functions in the expanded Headquarters compound, requiring us to take account of the effect of these changes in both our old Headquarters facility and the new building. Initiatives should support technological compatibility between the communications systems in the two structures. You should examine other practical problems, such as barriers to face-to-face communications, that may divide the Agency, even between the east and west wings.

9. The directorates should also address the following issues:

DDI

- Assure that any new ADP programs are compatible with the SAFE system and that resources are provided for further software enhancements to realize the full potential of SAFE.
- Study the need for an overarching database system to provide access to NIS-like data for all countries.
- Determine the size and scope of the proposed BLOSTAR system for converting existing biographic files to computer storage.
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